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ABSTRACT

School-based management (SBM) has gained popularity as a method for local school participants to improve their schools. As yet, however, there is little empirical evidence supporting a link between SBM and improved school performance. This book examines the SBM strategies that hold the most promise for increasing organizational effectiveness through the lens of an organizational model originally used in the private sector. The "high-involvement" model (Lawler, 1986) has been used successfully to help members of organizations become involved in improving organizational performance. The model is used to view SBM not as a simple transfer of power, but as a change in organizational design. Following the foreword by Allan Odden and Chapter 1, the introduction by the editors, Susan Albers Mohrman and Priscilla Wohlstetter, Part 1 contains six chapters that examine the relationship between SBM and high performance: (1) "High-Involvement Management in the Private Sector" (Susan Albers Mohrman); (2) "School-Based Management: An Overview" (Rodney T. Ogawa and Paula A. White); (3) "Models of High-Performance Schools" (Priscilla Wohlstetter and Roxane Smyer); (4) "The Role of Teachers in School Reform" (Susan Moore Johnson and Kathrine C. Boles); (5) "Education by Charter" (Priscilla Wohlstetter); and (6) "Establishing the Conditions for High Performance" (Priscilla Wohlstetter and Susan Albers Mohrman). The four chapters in part 2 address the change process required for creating high performance: (1) "Making the Transition to High-Performance Management" (Susan Albers Mohrman); (2) "Change in Schools: Lessons from the Literature" (David D. Marsh); (3) "Understanding and Managing the Change Process" (Susan Albers Mohrman and Priscilla Wohlstetter); and (4) "Conclusion: New Directions for School-Based Management" (Patricia Wohlstetter and Susan Albers Mohrman). The final chapter focuses on some new directions that may enhance the impact of SBM--broadening the domain of decision making, expanding the improvement approaches that are used, clarifying the scope of authority at different levels, and delineating the role of management. (LMI)